

CALIFORNIA CHILDREN & FAMILIES COMMISSION

**Thursday, November 16, 2000
Shasta County
City Council Chambers
777 Cypress Avenue
Redding, CA 96001
(530) 229-8300**

I. Call to Order.

The meeting was called to order by Chairman Reiner at 9:10 a.m.

II. Roll Call.

Present were Commissioners Kim Belshe, Sandra Gutierrez, Susan Lacey, Louis Vismara, Ed Melia, Karen Hill-Scott and Chairman Reiner.

Staff Present: Jane I. Henderson, Ph.D., Executive Director; Joe Munso, Chief Deputy Director; Emily Nahat, Deputy Director for Program Management, Elias Lopez, Ph.D., Deputy Director for Research and Evaluation; Kristina Parham, Communications.

III. Welcome.

Chairman Reiner introduced Barry Reed, Chairman, Shasta County CCFC.

Barry Reed extended a welcome to the State Commission and introduced the members of the Shasta County CCFC.

Muffy Berryhill, Executive Director Shasta County CCFC, announced that the Shasta County CCFC's strategic plan was adopted in August of 2000 and that the Commission is in the process of identifying an evaluation team that will provide feedback to assess the effectiveness of work being done with children and families in Shasta County. Also identified were several components of the strategic plan, including addressing the community's request for service development and coordination, emphasis on community development with particular focus on developing neighborhood leadership and parent leadership, and increasing the community's understanding and valuing of early childhood development. Ms. Berryhill emphasized the local Commission's focus on the communities' children.

IV. Approval of Minutes, October 19, 2000 State Commission Meeting.

MOTION: Commissioner Vismara moved, seconded by Commissioner Lacey to approve the September 21, 2000 minutes. The motion passed unanimously with the following corrections: page 13, paragraph 6 was changed to read: "Commissioner Gutierrez suggested that the Commission look to the Advisory Committee on Diversity and see how to strengthen the areas involving children with disabilities and people with limited English proficiency." ; page 14, paragraphs 4 and 5: the words "three statewide" were removed; the Lake County Chairman's Report is to be added; A comment from Gloria Bryngelson regarding Counties needing adequate time to respond to the Commission's RFAs should be included.

V. Chairman's Report

Chair Reiner reported that the court case involving three tobacco entities and the CCFC was concluded with the court finding in favor of CCFC on all counts. Chair Reiner provided an update of the Safe from the Start program in which he informed the Commission that there are five more forums planned for the near future. Chair Reiner briefly discussed some of the details of the forums. He expressed satisfaction with the progress of the County Executive Directors and the State Commission with respect to technical assistance for the execution of Proposition 10. Chair Reiner informed the Commission that there had been a press event in Los Angeles County to announce the release of \$34 million for expanded childcare and home visitation programs. He added that the event was extremely well covered and encouraged others to bring their events into the public eye.

Commissioner Gutierrez presented a brief report on the Diversity Committee, informing the Commission that there was good attendance at the last meeting and that the guest speaker, Dr. Hanson, gave a presentation on children with disabilities and special needs. The key outcome of the meeting was the adoption of the term "children with disabilities and special needs". Commissioner Gutierrez noted that the Committee will have a more detailed report after the retreat. Commissioner Gutierrez concluded by extending an invitation to the meetings to anyone who would like to attend.

VI. Advisory Committee on Diversity Appointments.

Commissioner Gutierrez presented a report on nominations to the Diversity Committee. The Committee co-chairs recommended the approval of nominations of Sharon Tettegah who is the Governor's appointee to the State Interagency Coordinating Council on Early Intervention, and Kate Warren who is the Director of the Family Resource Network Alameda County. The resumes of the two candidates were submitted to the Commission.

MOTION: Commissioner Gutierrez moved, seconded by Commissioner Lacey to approve the nominations of Sharon Tettegah and Kate Warren to the Diversity Committee. The motion passed unanimously.

VII. Request for Funding of Parenting Brochures.

Kristina Parham, Communications Director, CCFC, presented an item requesting \$1 million to print parenting brochures in three Asian languages for distribution through the State Commission's Asian Pacific Islander American community outreach efforts and distribution to the County Commissions, and to print additional copies of English and Spanish parenting brochures for distribution to the county commissions. It was proposed that all printing be done at one time. The distribution plan was provided to the Commissioners. Ms. Parham noted that this printing will be an initial printing with more to follow.

Chair Reiner asked why only the five brochures were chosen to be translated. Ms. Parham informed the Commission that this was a starting point and that in the future there is a possibility of further translation.

Chair Reiner suggested the consolidation of some of the 13 current brochures into one or more brochures. Ms. Parham advised the Commission that for this particular purpose, the current subject-specific brochures are preferred. The brochures are used in many different venues, from the Kit for New Parents to health fairs. To be most effective in the various venues, the brochures should remain subject-specific.

Commissioner Melia suggested the inclusion of the literacy brochure in the libraries package. Ms. Parham informed the Commission that the inclusion of the literacy brochure in the libraries package is being considered.

Commissioner Gutierrez asked Ms. Parham if the translations were literal. Ms. Parham informed the Commission that the translations were not literal, but that the translations were such that the meaning was clearly conveyed and all images on the brochures will reflect the target populations.

Commissioner Belshe asked if other languages are being considered for translation and what were the criteria for selecting these other languages. Ms. Parham informed the Commission that there will be further translation in the future and that the selection will be determined by feedback from the county commissions.

Ms. Parham added that this funding would probably be sufficient to include the printing of the Early Literacy material.

MOTION: Commissioner Belshe moved, seconded by Commissioner Lacey to approve the item requesting \$1 million to print parenting brochures in three Asian languages.

Public Comment

Martha Lopez, University of California Cooperative Extension, suggested that some of the brochures identify alcohol as an area of concern. Ms. Parham informed Ms. Lopez that alcohol is currently mentioned within the brochures. Ms. Lopez also recommended the use of wordless books.

Don Humphries, Executive Director Siskiyou County CCFC, identified the government welfare program stigma of the parenting brochures as being a barrier to community outreach. He suggested that the images reflect that the program is income independent. He added that occupational diversity should also be considered.

Manuel Romero, Fresno Health Consumer Center, was informed, in response to his question, that the three Asian languages being targeted were Chinese, Korean and Vietnamese. He commented that Southeast Asians would not be reached by the current language choices. Ms. Parham emphasized that this effort was an introduction into this type of community outreach. Discussion of Fresno County demographics followed.

Commissioner Melia commented that these specific targeted needs of these populations in Fresno County represent an opportunity for partnership between Fresno County CCFC and the State CCFC. Chair Reiner suggested addressing this issue through the CBO program.

Lucy Acosta, Executive Director, California Latino Civil Rights Network, echoed the concerns of Mr. Romero. Ms. Acosta recommended person to person contact to reach the hard to reach populations. Ms. Acosta asked what strategies have been developed for distribution of the information contained on the brochures.

Commissioner Lacey suggested using the term “oral health” rather than “dental health” in the Dentists and Dental Groups brochure.

Commissioner Belshe asked when a proposal for the printing of brochures in other languages would be brought before the Commission. Ms. Parham informed the Commission that this proposal would probably be presented to the Commission within the next few months.

Commissioner Gutierrez asked how the literacy levels were considered in the development of the translation. Ms. Parham informed the Commission that there was considerable attention paid to literacy levels during the creation of the materials by way of consultants and others.

Commissioner Vismara asked if this material would be reviewed by the Diversity Committee. Commissioner Gutierrez informed the Commission that the Diversity Committee will review the translated materials.

VOTE: The item requesting \$1 million to print parenting brochures in three Asian languages was unanimously approved.

VIII. Media and Community Outreach RFP Proposal.

Kristina Parham and Mark Friedman presented an item for the approval for the release of a Request for Proposal for media and community outreach (Public Relations) in the amount of up to \$12 million a year, and for the consideration of the approach to be utilized for the Community Based Outreach component of the media and community outreach program. An outline of the presentation follows.

- Discussion and Action Item
 - Request Approval to Release Media and Community Outreach RFP
 - Scope of Work
 - Media and Community Outreach – to conduct media and community outreach activities to general and ethnic markets on behalf of CCFC.
 - Materials Distribution Center – to administer distribution center that provides County Commissions and other groups with State Commission materials.
 - Community-Based Organization Program – to administer a grassroots component to public education efforts throughout the state.
- Scope of Work
 - Media and Community Outreach Services:
 - Press relations (general market and ethnic media).
 - County Commission media assistance by field representatives.
 - Develop and produce collateral material.
 - Implement community outreach activities.
 - Develop partnerships with community groups, media and companies.
 - Coordination with paid media/advertising campaign.
 - Conduct media and community outreach training.
 - Additional internal and external communications support and strategic counsel (e.g. newsletters, news clippings, etc.).
 - Materials Distribution Center
 - PR agency implements and administers a materials distribution center:
 - Provide County Commissions and other organizations with copies of materials developed by State CCFC.
 - Provide quality materials developed by other sources.
 - Community Based Organization Program:
 - Administer and implement CBO program, as directed (staff and logistical support).
 - Administer financial aspects of the program (contracts with grantees, dispersing payments).
 - Monitor activities to ensure contract terms are met.
 - Supply materials.
 - Awards will be decided by a regional committees. The PR agency would administer funds through this contract based upon decisions of these committees.
- Eligibility Requirements
 - Full-service, California-based office.
 - At least \$5 million in annual billings.
 - Strict conflict of interest provisions.
 - Subcontractors will be selected *after* contract is awarded – firms submitting bids must demonstrate ability to reach diverse communities.

- RFP Budget
 - \$4 million per year for media and outreach services plus expenses by PR agency.
 - \$6 million per year for community based organization program (administered by PR agency).
 - \$2 million per year for material distribution center (administered by PR agency)
 - Total: \$36 million over three years.
- RFP Tentative Timeline
 - November 28: Release RFP.
 - March 13-15: Oral presentations.
 - March 16: Notice of intent to award.
 - April 1: Contract begins.
- RFP Review Panel
 - Comprised of:
 - State Commission staff.
 - County Commission representatives.
 - Diversity Committee representatives.
 - Representatives of anti-tobacco organizations, children and family advocacy groups, and California foundations.
 - Panel to remain anonymous.
- Action Item
 - Request approval to release RFP based upon:
 - Scope of work presented.
 - Budget outlined.
- Discussion: CBO Program
 - Why a CBO program?
 - Three tiers within communications program.
 - Paid-media campaign (statewide advertising).
 - Helps raise awareness and guarantees exposure at high levels.
 - Media and community relations (public relations).
 - Utilizes credible sources to reach targeted audiences; allows for greater depth.
 - CBO outreach (grassroots outreach).
 - Provides conduit to communities that don't typically use media for information or services; reach and credibility provided cannot be attained through above methods; enables CCFC to work with groups with better understanding of constituent groups and can tailor messages appropriately.
 - The three tiers of communications (advertising, PR and CBO) work together to achieve a far-reaching public education effort.
- Purpose of CBO Program
 - Build on momentum of public education effort by providing messages at grassroots level
 - Promote State and County Commission-funded programs.
 - Impact hard-to-reach and diverse audiences who are not reached through traditional media campaigns.
- Overall Structure
 - Designated State Commissioners and staff worked with ACCCFE to develop recommended structure.
 - Propose a regional structure to administer grant process.
 - Task force will continue to work together to address issues and further define program.
- Regional Approach
 - How it would work.
 - Task force determines divisions of state into regions (approximately 12).
 - One representative of each County Commission becomes a member of their designated regional committee.
 - Task force determines division of funding between regions.
 - State Commission provides funding for grants to each region.

- State Commission via public relations contractor provides staff and technical support to each regional committee.
- Task force determines framework and guidelines for CBO grants.
- Regional committees submit funding plan to task force for review – each committee determines to focus the CBO funding for the region.
 - Regional focus or division of funding so that individual county commissions make their own grants.
- Once plans are reviewed, regional committees award grants to CBOs.
- State Commission's public relations contractor administers financial aspects – contracts with CBOs.
- State Commission, ACCCFE Media Group and regional committees partner to conduct regional education seminars for CBOs.
- Additional Options:
 - County Commissions could fund additional CBOs locally – the State Commission will provide extensive technical assistance services.
 - County Commissions could seek outside funding to augment local efforts
 - State Commission could fund additional CBOs if not all needs were met – particularly for ethnic or hard-to-reach communities.
 - Once the capacity has been built, the State Commission could provide funding to individual Commissions for grassroots outreach.
- Issues to be Addressed by Task Force:
 - Division of state into regions
 - Amount of funding to each region.
 - Grant guidelines.
- Regionally Administered CBO Process – Benefits
 - Allows for joint State and County Commission oversight of program to ensure that goals with broad statewide impact and narrower regional or local impact are met.
 - Ensures a consistency of messages and quality of educational materials across county lines.
 - Decision-making remains at the local level and administrative needs are combined, which will minimize overhead.
 - Creates ability to fund CBOs that may not receive County Commission funding due to broad nature.

In response to a question from Commissioner Gutierrez, Ms. Parham informed the Commission that this item asks CBOs to provide input into the development of community outreach methods. Ms. Parham added that a dialogue via proposals will be established between the Commission and CBOs.

Commissioner Vismara asked if communication with established, more extensive, CBOs was part of the planning strategy. Ms. Parham and Mr. Friedman informed the Commission that working with organizations was part of their planning strategy.

Commissioner Melia expressed concerns regarding the distribution of one person to each of the 12 media markets. He also made comments on the budgeting of funds for administrative costs. Joe Munso informed the Commission that the public relations contractor could administer the contracts faster which would allow staff to manage the PR contract. He added that it may be possible to phase this method out in the future. Commissioner Melia suggested that it may not be necessary to limit this type of work to PR contractors, but rather have it open to any contractor that could do this type of work.

Commissioner Belshe asked for clarification on the meaning of regional representatives. Ms. Parham informed the Commission that the State had not been divided up into the 12 regions at this point. A brief discussion regarding whether or not this funding amount would be sufficient followed. In response to a question from Commissioner Belshe, Mr. Munso informed the Commission the release of the media RFP was in August and the award will be made at the end of

December. Commissioner Belshe asked how funds would be divided across the twelve region. Mr. Friedman did not provide a specific approach. Commissioner Belshe emphasized her agreement with the choice of CBOs as the best method towards achieving the Commission's goals with respect to community outreach.

A discussion on CBO effectiveness in achieving outreach goals followed. Commissioner Melia noted that there are areas that have many fewer CBOs than others. He asked that the responsibilities of the Commission with respect to this contract be made clearer. Ms. Parham noted that accountability issues are still being developed.

Commissioner Hill-Scott expressed concerns over the lack of milestones to be used as a measure of progress. Ms. Parham informed the Commission specific guidelines will be set by the task force. Mr. Friedman suggested that the guidelines set out in the mission statement of the Commission are the guiding principles for this program and that it is how this outreach program effects those objectives should be the measure of its progress. It was clarified that RFPs are very detailed and concerns regarding details of deliverables and the like will be addressed more fully in the final RFP.

Commissioner Gutierrez suggested that demographics be considered in the development of the RFP. She added that CBOs should be assisted in grant writing and general applications for funds.

Public Comment

Lucy Acosta, Executive Director, California Latino Civil Rights Network, thanked the Commission and staff for all of their work. Ms. Acosta presented information regarding the work done by the CLCRN. She recommended an increase in announcements made regarding State Commission meetings. Ms. Acosta expressed interest in working with the Commission on the development of this project.

Gracia Arosco, Radio Bilingue, thanked the Commission and Staff for their work on this project. Ms. Arosco asked how statewide CBOs would fit into the regional divisions of the State. Ms. Parham commented that these organizations can still submit proposals regionally.

Commissioner Vismara suggested the formation of a Committee having members from CBOs in order to better understand the needs of CBOs. Mr. Friedman acknowledged that idea as a good one, but commented that there may be some conflict of interest if those particular CBOs were applying for funds being discussed by the Committee. Commissioner Vismara also asked if the local county commissions were involved in the development of this project, to which Mr. Friedman replied, yes.

Manuel Romero, Fresno Health Consumer Center, expressed concerns about how funds would be used in Fresno County. He suggested that accountability be made a priority.

Gene Lucas expressed concerns about the lack of an increase in staff resources for this project. Ms. Parham noted that Staff is considering such an increase.

Bonnie Taylor, Sierra Nevada Children's Services, identified a model used by the Child Development Division uses to divide the State into regions. Ms. Taylor mentioned that the RNR is the only CBO in several rural counties.

Joseph Orozco, KIDE, Hoopa Tribal Radio, expressed concerns regarding the lack of a plan with respect to dividing the State into regions.

MOTION: Chair Reiner moved, seconded by Commissioner Vismara to approve the RFP for \$12 million per year for three years.

VOTE: The motion to approve the RFP for \$12 million per year for three years, carried by a roll call vote of 6-0-0 with Commissioners Hill-Scott, Gutierrez, Lacey, Reiner, Vismara and Belshe voting "YES", and no "NO" votes and no abstentions.

IX. Master Plan for Education, School Readiness Component

Judy Stucki presented this item and provided an overview of the purpose of the school readiness component of the Master Plan for Education. The California Legislature has created a Joint Committee to develop a Master Plan for Education. The Committee has been charged with the responsibility of developing the plan by November 2002. The Committee is aware that there is a wide gap in the performance of public school students based upon their economic condition, language and ethnic group, disabilities and other factors. The Committee is also aware that a growing body of research confirms that high quality early education experiences and environments have strong, positive effects on success in school. For those reasons the Joint Committee has asked the CCFC to provide leadership in the development of a school readiness component of a Master Plan for Education and has expressly indicated an interest in a school readiness plan that will close the performance gaps of students who come from impoverished backgrounds and are English language learners or who have disabilities and other special needs. The intention of this proposal before the Commission is to lay out some options for Commission involvement. Following the leadership that the Joint Committee has set up in its other workgroups, it is expected that a school readiness workgroup, whether lead by the Commission or the Joint Committee, will consist of early education experts and researchers who can delineate the comprehensive scope and nature of the work that should be conducted in pursuit of a school readiness component of a Master Plan for Education. The focus is on school readiness, not on childcare, so this should not take the place of a Childcare Master plan. A 13-page document containing three options was presented for the Commission to consider. Ms. Stucki outlined the three options presented.

Chair Reiner expressed concerns about the lack of a stand-alone document in option 2 and the staff burden in option 3.

Commissioner Belshe commented on the inherent benefits of option 2, including the possibility of the lack of ownership being beneficial to the Commission.

Commissioner Vismara clarified that there has not been any funding for this project from the Legislature. He then inquired about the possibility of the Commission being able to use any of the information derived from this project in the future for its own stand-alone project. Jane Henderson expressed that the Committee would probably approve of something of that nature.

Commissioner Melia asked by what authority the Joint Committee asked the Commission to participate in an area that is not included in the resolution from which the Committee derives its authority. Jane Henderson noted that there had been some discussion with Senator Alpert on this matter and the issue has been discussed at the Committee's public meetings. The importance of school readiness was raised by nearly all of the 18 Committee members and in every public hearing the Joint Committee has held.

Commissioner Gutierrez reiterated that this is not a Master Plan for Childcare and emphasized the importance of understanding the difference. Commissioner Gutierrez noted that this would be a collaborative effort involving experts in the field.

Chair Reiner noted that even though this is not a Master Plan for Childcare, childcare is a part of school readiness. Jane Henderson stated that the Commission would be in a position to continue advocating for the Master Plan for Childcare or early care and education, which is in some ways broader and some ways narrower. She added that there may be some legislation moving forward

to create a master plan. She suggested that this is something that this Commission would consider in its legislative agenda in the coming year.

Commissioner Gutierrez recommended that Commissioner Hill-Scott, along with Commissioner Lacey, be a liaison for this project. Commissioner Hill-Scott added that she did not volunteer for that position. Commissioner Hill-Scott commented that the nature of the role of the liaison will be heavily dependent on the option that the Commission chooses to go forward with. She noted that this is a narrow definition of school readiness and that it is unlikely that it would be \$300,000 per option, i.e., each option will probably require different amounts of funding. Commissioner Hill-Scott suggested adding to Staff resources accordingly, depending on which option is chosen. Jane Henderson noted that the staff payments were not added into this document because that was already been paid for. Ms. Henderson noted that she is less concerned with the current projected workload associated with option 2 than option 3.

Commissioner Hill-Scott identified a liability involved with the Commission doing the work itself because the K-12 system does not take ownership. She suggested eliminating option 3 and to identify the difference between options 1 and 2.

Public Comment

Nancy Strohl, Director, Childcare Law Center, commented that she has been involved in a statewide effort to develop a framework for the Master Plan. Ms. Strohl noted that this will be the first funded piece of any master planning product. She recommended a broader approach to the development of a Master Plan. Ms. Strohl emphasized the need for public input and recommended adding this as an objective. She also recommended looking at what conclusions have already been developed with respect to the framework of a Master Plan via liaisons with Senator Escudia and others.

MOTION: Chair Reiner moved, seconded by Commissioner Gutierrez to approve a work plan with initial funding of \$300,000 for a school readiness component of the Master Plan for Education.

VOTE: The motion to approve a work plan with initial funding of \$300,000 for a school readiness component of the Master Plan for Education carried by a roll call vote of 6-0-0 with Commissioners Gutierrez, Lacey, Hill-Scott, Reiner, Vismara and Belshe voting "YES", no "NO" votes and no abstentions.

X. Role of the State Commission as it Relates to Children with Disabilities and Special Needs

Commissioner Vismara opened the discussion on the role of the State Commission as it relates to children with disabilities and special needs and any future activities the Commission may want to consider as it relates to these children and their parents. Commissioner Vismara shared some personal information with the Commission related to this issue. He further commented that programs that are sensitive to the needs of those with special needs and disabilities will become better programs for everyone. Commissioner Vismara expressed strong support for the work of the Diversity Committee. He noted that the Diversity Committee has discussed the concept of Staff contracting with experts on disabilities to address certain issues relating to disabilities. He described the issues as 1) for the State Commission to examine and evaluate certain principles, ideals and ideas with regards to children with disabilities and their families, 2) to see how these ideas should be woven into future research and funding, 3) to evaluate the existing policy and guidelines and to make sure that those guidelines reflect those ideals and 4) to have recommendations on Staff changes to facilitate the continuation of this type of process.

Commissioner Vismara recommended that Staff contract with individuals to explore how these goals can be met and return to the Commission with a report in a couple of months. Ms. Henderson noted that there were funds available to proceed with this recommendation without the Commission voting to approve funds.

Commissioner Gutierrez echoed the remarks of Commissioner Vismara and stated that the Diversity Committee will be working to effect these goals.

Commissioner Melia stated that he feels one of the functions of the Commission is to prod the existing bureaucracy that the Commission feels is not performing to a satisfactory standard and that any guidance for effecting the goals delineated by Commissioner Vismara should include representatives from existing agencies that share this vision.

Commissioner Gutierrez asked if sufficient funds were available to begin this process.

Chair Reiner thanked Commissioner Vismara for raising the general awareness of the Commission with respect to the issues of those with special needs and disabilities.

XI. Presentation of Research Agenda

Elias Lopez presented an overview of this item. An outline of the presentation follows.

- Research and Evaluation on All Fronts
 - State Commission
 - Counties
 - Outcome Based Reporting
 - Programs
 - Program Evaluations
 - Mass Media
 - Effectively Reaching the Targeted Population?
 - Other Research
 - Where are the gaps or needs
 - Learning from the Results-Based Efforts of Six Counties
 - Alameda, Santa Barbara, Kern, Orange, San Diego, Los Angeles
 - Common Indicators
 - Common Language
 - Simple Outcome-Based Reporting Form
 - Guidelines on Confidentiality
 - Guidelines for Reporting on Integrated Approaches
 - Programs and Capacity Building
 - School Readiness
 - Preschool and Childcare
 - Provider Training and Incentives (PACE)
 - Early Steps to Reading Success (UC)
 - Accreditation Project (CDE) (under development)
 - Child Development Program Standards (under development)
 - Inclusion of Children with Special Needs (under development)
 - County Matching Funds of Providers (under development)
 - Health
 - Asthma in California's Children (DHS)
 - Infant-Family Mental Health (DMH)
 - Smoking Cessation (DHS)
 - Child Care Health Linkages Project (CSUSD)
 - Statewide Immunization Registry (under development)

- Strong Families
 - Safe from the Start (DOJ)
 - Families for Literacy (CSL)
 - LLABS Mobile Reading Units (CSL)
 - Parent Kit (Pilot Phase)
 - Central Valley Planning Proposal (under development)
 - Parent Education Program Standards (under development)
 - Coordinated Services Program Standards (under development)
- Public Education
 - Media Outreach/Public Relations
 - Press and Community Relations
 - Ethnic Press Relations
 - Assistance with media relations to County Commissions
 - Multi-language educational and outreach materials
 - Newsletters
 - Paid Media/Advertising
 - Outdoor Billboards, Bus Shelters, Mall Kiosks
 - Television
 - Radio
 - Newspapers
 - Community Outreach
 - (To be determined)
- Other Research – Preliminary Research Agenda
- The Four Over-Arching Goals
 - Are Children Healthier?
 - Are Children Learning and Ready for School?
 - Are Families Stronger?
 - Self-sufficiency
 - Parenting Skills
 - Is the System Changing to Better Address the Needs of Families?
- Staff to be Hired
 - Researcher 1
 - Develop School Readiness Agenda
 - Researcher 2
 - Develop Research Agenda on Disabled Children
 - Researcher 3
 - Work on Results-Based Reporting Tools for Counties
 - Contract for Library Services
 - Librarian and Support Staff
- Preliminary Research Approach
 - Available State Data
 - Department of Education
 - Department of Health Services
 - Department of Social Services
 - Labor Market Information Division (LMID in EDD)
 - Etc.
 - New Data Sets
 - California Health Interview Survey (UCLA)
 - Public Opinion and Community Leader Survey (under development)
 - Childcare Access Survey (Concept paper form)
 - Longitudinal Studies
 - Special Research Topics
 - Barriers to Inclusive Childcare (WestED)
 - Meta Analysis
 - Childcare Industry Analysis (under development)
 - School Readiness Tools (under development)

- Local Research Infrastructure
- Schedule for Newly Proposed Surveys
 - Public Opinion and Community Leader Survey – 11/2000 - 08/2001
 - Survey on Childcare Access – 11/2000 – 06/2002

A discussion followed on longitudinal studies, including a recommendation by Chair Reiner for studies on children of incarcerated parents.

Commissioner Hill-Scott expressed concerns over the limited staff request for such an ambitious undertaking and suggested approaching this issue with more staff. Jane Henderson clarified that the 3 researchers that will be hired are highly qualified. The role of the researchers will be, in part, to determine what resources will be required to achieve the goals outlined in this report and the emerging research agenda.

Commissioner Vismara commented, with respect to the over-arching goal “are families stronger”, that when he was on the Policy and Guidelines Subcommittee he learned the importance of integrating family evaluations with the larger picture of stronger and healthy communities. He suggested Mr. Lopez keep this in mind as he continues to develop his research agenda. Commissioner Vismara suggested looking into possible research opportunities in the existing systems that deal with the issues the Commission cares about.

Commissioner Melia suggested more tightly defining the objectives of the researchers. Commissioner Melia noted that there are funds already at work on the *children of incarcerated parents* issue and suggested that this would be a good opportunity for the Commission to partner with the Legislature. Commissioner Melia expressed interest in the long term outcome of Proposition 10.

Commissioner Hill-Scott spoke on subject of professional research panels as a possibility of contracted assistance.

Commissioner Gutierrez identified the need for this research to be unique to California and not modeled per se after the work done in Vermont. Commissioner Gutierrez echoed the comments of others and asked that further detail to the plan objectives be added.

Elias Lopez next presented a concept paper titled Household Survey on Access to Childcare and Preschool.

The over-arching goal of the State Commission is to ensure that children are learning and ready for school. Early experiences and environments, especially the quality of care children receive, have a critical impact on children’s readiness for school and school success. Over two thirds of children under the age of five are in some kind of care outside of their homes. Only about 25% of these children are in subsidized care. Where are the majority of the other children? What kind of care do they receive and why do their parents utilize it? What influences their decisions about care? What is the level of unmet need for different kinds of care? There are very little data available to measure and track over time the issue of access to quality childcare and preschool programs. It is also important to identify the families who want to keep their children at home but still would like to receive educational and parenting materials to ensure their children’s success in school. The State Commission could provide a highly needed service by filling in this research gap. A household survey could provide reliable estimates on the number of infants and children under five who need high quality child care or would like to attend preschool in the different regions of California but have problems of access because of cost, transportation, language, special needs or other issues. This information is also critical for informing the future development of Commission Objectives and Priorities. Details of the plan can were distributed to the Commission in document form.

Commissioner Hill-Scott suggested framing the access to childcare as a study that investigates what families are doing to prepare their children for school in general. She would also like to know what other bodies, besides the Census Bureau, are being considered as sources. She noted that the University of Washington is conducting a study on childcare and early education and that Staff should look at their questionnaire for some ideas. The Urban Institute is also conducting a study on early childcare that should be looked at.

Jane Henderson identified this study as a threshold study that will be the starting place for additional studies. She noted that little is known about those children that are not receiving childcare.

Commissioner Lacey commented that she heard public comment that there were many Head Start slots not being filled and wondered why this was the case and what could be done about it.

Commissioner Vismara commented that he liked the forum type presentation of the proposal. He noted that it is very difficult for Staff to stay abreast of all that is being discussed in the many meetings that are held throughout the month. Commissioner Vismara asked whether or not there is room for partnering with others in this endeavor. Ms. Henderson informed the Commission that partnering is a very real possibility for the future.

Commissioner Melia inquired if asking the parents about the level and quality of childcare their children are receiving is the best method for obtaining an accurate and objective picture of the situation. Mr. Lopez suggested that there are several objective questions that can be asked and that if the parents know or don't know the answer is important to the Commission.

Commissioner Hill-Scott noted that it has been shown that parents overestimate the quality of care that their children receive. She noted that this is a demand side approach to the problem.

A brief discussion on the available data the Commission may use to achieve its goals.

Jane Henderson informed the Commission that the Public Opinion Maker Poll may be presented in December.

Public Comments

Gene Lucas expressed concerns over the research-based nature of the work being done in this item. He suggested that there is an abundance of research that should be studied in order to find and fill in the gaps. Mr. Lucas suggested supporting existing studies involving fetal alcohol syndrome.

Monica Lopes from the University of California supported doing research. She expressed support for Mr. Lucas's concerns. She also offered support for the idea of a research panel.

Pat Wheatley, Executive Director, Santa Barbara CCFC, offered support for the work being done by Mr. Lopez. She identified the need to separate the issues of reporting, evaluation and research. She noted that most Counties will require partnership to enter into research due to budget constraints. Ms. Wheatley suggested that the Commission choose to partner with the Counties that are already working towards partnering in research.

Brenda Blasingame, Executive Director, Contra Costa County CCFC, commended staff on its work on this issue. She noted that her Commission is currently funding an evaluation research position. Ms. Blasingame requested that the State Commission move up the childcare industry analysis on its agenda. She commented the regional household information may not be useful to local communities. She suggested that local Commissions be selected for piloting the development of tools to address these problems locally. Ms. Blasingame suggested doing a

limited release RFP to people who have the ability to carry out this work in order to make the process competitive.

Linda McBride, Director, Shasta County Office of Education, Early Childhood Services, suggested that all types of care should be examined to identify the best type of care available. She also expressed hopes that mental health be included in the research.

XII. Closed Session: Discussion and Status Report from Legal Counsel regarding pending Litigation:

1) California Association of Retail Tobacconists, Inc. et al., v. State of California, Board of Equalization of the State of California, California Children and Families First Commission and Kathleen Counsel, as Controller of the State of California, San Diego County Superior Court Case No. 732079; Government section 11126(e)(1) and 11126(e)(2)(A).

2) Cigarettes Cheaper! And The Customer Company v. Board of Equalization of the State of California, Kathleen Conell, as Controller of the State of California, and the California Children and Families Commission, San Diego County Superior Court Case No. GIC743506; Government Code section 11126(3)(1) and 11126(e)(2)(A).

3) McLane/Suneast v. The Board of Equalization and the State of California, San Diego County Superior Court Case No. GIC743505; Government Code section 11126(e)(1) and 11126(e)(2)(A).

A closed session was held.

XIII. Audit of the State Commission for FY 1999/2000

Joe Munso presented the finding of the audit and the methods used in doing the audit. There were five findings in the audit. The first finding in the audit found five claims that were in error totaling \$500.00. These errors were mostly attributable to lack of signatures on travel claims. The Commission incurred \$6,800 in late payment penalties due to a staff shortage that has now been resolved. A copier was not capitalized due to the oversight of a tag on the copier. The biggest issue that was not recognized was the funds that the Packard Foundation and the California Endowment gave to CCHI for technical assistance should have been recognized that as a gift. It was not initially recognized as a gift because the Commission did not take possession of the funds. This issue has since been resolved by recognizing the funds as a gift. Funds were dispersed to Sacramento County without that County having a strategic plan in place. With respect to program performance the auditors looked at whether or not the Commission was meeting the functions of the act, was the Commission in compliance with the bylaws, and how is the Commission performing with respect to objectives and priorities. Overall, the Commission is in compliance based on the review of the auditors. The Commission will continue to work with this auditing agency to achieve its objectives. If there are any questions or comments they may be presented on the web site at the CCFC information e-mail address.

XIV. Update on Kit for New Parents Pilot Project

Nicole Kasabian presented this item. The contents of the Kit were presented to the Commission. An outline of the presentation follows.

- Contents of Kit

- Series of 5 videos
 - Early Years
 - Child Care
 - Safety
 - Health & Nutrition
 - Early Literacy
- Parents Guide -- developed by UC Berkeley
- Series of 13 parenting brochures
 - Child development, childcare, immunizations, early literacy, etc.
 - Developed in coordination with PMD staff
- “Animals to Count” by Brian Wildesmith – children’s board book
- Pilot Test Overview
 - Worked with County Commissions to select 4 County Commissions to participate
 - Alameda, Santa Clara, Lassen, Modoc
 - Selected a Southern California WIC program
 - Testing and evaluation led by team from UC Berkeley and Field Research Corporation, with supervision by CCFC Research Director and PMD division
- Purpose of Pilot Test
 - Test initial use and value of Kit among pregnant women and parents of newborns (up to 6 months old)
 - Assess any initial changes in knowledge or practices
 - Compare results of different distribution methods
- Pilot Test Plan
 - Establish pilot test in 4 counties and with one WIC agency
 - Alameda, Santa Clara, Lassen, Modoc
 - Public Health Foundation’s WIC program in Los Angeles
 - Distribute Kits to each County Commission for preview and to assist in any local planning for distribution after the pilot
 - Approach:
 - Recruit 500 pregnant women and parents of newborns through hospitals, home visiting programs and prenatal programs
- Methods:
 - Conduct baseline survey about opinions on parenting issues and recruit parents to participate in a “Talking with Parents” study
 - Participants receive Kits with brief instruction on use
 - After 6 weeks, Field Research conducts follow-up phone interviews to obtain opinions on parenting issues and initial reactions to and use of the Kit
- Pilot Test Plan
 - Methods:
 - Findings presented by distribution method and language (English or Spanish)
 - Qualitative survey with fathers to explore their interest and experiences using the Kit
 - Conduct focus groups with providers to explore issues with staffing and training and storing, distributing and using the Kits
- Pilot Test Progress
 - Finalized Kit content
 - Completed production of pilot version of Kits
 - Completed training of outreach workers in the 5 counties
 - CCFC approved baseline survey instruments
 - Approx. 420 subjects have completed baseline questionnaire, received Kit and consented to follow-up interview
- Pilot Test Timeline
 - Dec. 26, 2000: Follow up interviews completed
 - Jan. 18, 2001: Final results of pilot program presented to State Commission

Chair Reiner noted that there was another video developed on discipline that was not included in the kit for a number of reasons. The Spanish version is being produced at the moment. Chair Reiner suggested that this video be included in the kit. He added that there is also a prenatal video being developed that could be considered for separate distribution.

Commissioner Melia noted that the Safe from the Start, on the relationship between child development and violence, should also be considered for separate distribution. Chair Reiner echoed Commissioner Melia's comments. Commissioner Melia suggested that Educators could use the kit to aid in the development of their curriculum.

Chair Reiner asked if some of the brochures could be consolidated.

Commissioner Vismara asked what linkage existed between the Commission and the health care industry with respect to this kit. He noted that there should be a dialogue established and offered some contacts to facilitate that dialogue.

Commissioner Belshe clarified that is up to the local Commissions to determine how the pilot kits will be distributed in their communities. She noted that a statewide distribution plan has yet to be developed.

Chair Reiner suggested that staff should have enough lead time to prepare the statewide launch so that a media campaign can be developed around this effort.

Commissioner Gutierrez expressed her satisfaction with the packaging but raised concerns over the rubber bands that bind the brochures. Ms. Parham informed the Commission that this problem will be addressed.

A brief discussion about the some further packaging and distribution methods followed.

Commissioner Hill-Scott suggested partnering with the OB-GYN Association.

XV. Update on State Commission Funded State Library Initiatives

Emily Nahat presented this item. Ms. Nahat introduced Carole Talan from the State Library who then provided an update on previously funded initiatives. Outlines of those updates follow.

- Families for Literacy
 - All \$1.1 million from Proposition 10 awarded to 74 local public libraries as per the list distributed to the Commission. 14 libraries begin new programs with Proposition 10 award and 58 libraries expand existing FFL programs. Checks received by all 72 libraries by September 30, 2000.
 - Background information about Proposition 10 and additional ideas about how to best enhance existing programs with Proposition 10 monies provided through 2 regional meetings/training, one in Corona on August 18 for FFL programs in South and one in Benicia on September 18 for FFL programs in North.
 - Additional information/training and supplementary program ideas presented to all new FFL programs and new staff at existing programs at regional meeting in Rancho Cucamonga on October 17 for the South and in Sacramento on October 24 for the North.
 - Local FFL programs encouraged to contact their local Proposition 10 County Commissions to make them aware of their new FFL/Proposition 10 funds and see how they can better work with their local County Commissions to address the needs of children 0-5 in their counties.
 - FFL Mid-Year Report due on February 15, 2001, so at that time will have additional information about expenditures.
- Library, Literacy, and Books Services (LLABS)

- All \$2.1 million from Proposition 10 awarded to 11 local public libraries as per list submitted to the Commission. Checks received by 8 libraries. Claim forms needed for remaining 3 in order to process checks.
- \$140,000 of State Library funding awarded to Stockton/San Joaquin Library toward purchase of prototype vehicle so order could be submitted prior to receipt of Proposition 10 funds.
- Prototype vehicle ordered by Stockton/San Joaquin Library to be delivered on or before December 1st.
- \$22,000 of State Library funding used to cover cost of LLABS consultant to support 11 funded libraries in developing their projects, vehicle specifications, and outcome measurements for their LLABS project.
- \$6,000 of State Library funding covered travel and related costs of orientation and training meeting for 11 libraries who received LLABS awards. All 11 projects represented at one day meeting held in Oakland. Vendor representative from North Carolina also participated in training. Additional contracted CSL consultant attended to clarify concept of “outcomes-based” management and accountability.
- \$18,468 of State Library funding purchased electronic learning resources.
- 3 of 11 libraries have submitted purchase orders for their LLABS vehicles and should take delivery within 6 months of purchase order date.
- 8 libraries are currently refining their specification and vehicle dimensions and will submit LLABS purchase orders within the next quarter.

Chair Reiner asked if the people doing the training were trained in other services such as accessing health services. Ms. Tallen informed the Commission that the people conducting the training are from a diverse, well-trained group.

Commissioner Hill-Scott asked if all of the busses would be ready at the same time. She presented the idea of a press release surrounding the unveiling of the busses. A discussion on this concept followed. Staff reported that they are investigating possible media avenues.

Commissioner Belshe asked how many public libraries there are in California in order to gain perspective on where the \$1.1 million FFL monies are being used. Ms. Talan informed the Commission that the monies are awarded through an application process and that her organization does everything it can to help other organizations successfully complete the application process.

Commissioner Vismara asked if the program helps identify individuals with dyslexia and other reading disabilities. Ms. Talan explained that they do identify these individuals through their own local staff. They are currently partnering with other organizations to help identify these individuals. Commissioner Vismara noted that the cost of developing the chips used in these books is very low and that the reproduction cost is very low also.

Commissioner Melia suggested partnering with organizations such as the EDD to help remove the stigma of reading disabilities.

Commissioner Gutierrez asked how outreach was performed. Ms. Talan informed the Commission that word of mouth has proven to be the best method. Adult school and Head Start programs are also places where outreach is performed.

XI. Executive Director's Report.

Jane Henderson echoed Chair Reiner's comments regarding the productive meeting with the Executive Directors' Association. She commented on the work that the Association has done regarding technical assistance. Ms. Henderson commented that the Commission's approach to evaluation is providing a leadership role throughout the Country. She informed the Commission that she is meeting with colleagues around the country discussing these issues in states that are involved in this and were part of an evaluation review held by the AEA. California was deemed to

be one of the top three states in terms of developing an evaluation framework. Ms. Henderson was asked to present this approach to the AEA. She identified several points of the framework to the Commission. These included reasonable timelines to show results; using multiple forms of evaluation and data collection while adopting a common language for reporting results; the logic model that lies behind Proposition 10; an honest recognition of the challenges the Commission faces to achieve these goals; and the development of a good communication strategy.

XVII. County Commissions Executive Directors' Report.

Dorinda Ohnstad, Director of the Association of California County Children and Families Executives, introduced new interim staff members, Mike Smith with Social Entrepreneurs and Steve Barrow, with Results Strategies and Advocacy Institute. Ms. Ohnstad noted that the biggest accomplishment for the Association has been its work around the Association's organizational structure and technical assistance work. In an effort to achieve the January 1st TA transition date the Executive Committee held a two day retreat to lay the foundation for organizational structure which was needed to support, not only the work of the Association, but also the technical assistance to local commissions on localized needs. Ms. Ohnstad reported that the retreat was very productive. A mission statement was developed at the retreat which states; to improve the lives of California's youngest children and their families through an effective, coordinated and inclusive implementation of the California Children and Families Act on the local and State levels. The constituency was broken down into the three levels. The primary constituents of the Association are the County Children and Family Commissions and the County Children and Family Staff. The secondary constituents are children and families, the California Children and Families Commission, CBOs serving children and families, policy makers, associations and advocates for children and families, and foundations and philanthropic organizations. The tertiary constituents are academia, evaluators, general public, etc. The roles of the Association are 1) to provide a collective to speak on behalf of County Commissions and their Staff; 2) to facilitate information sharing and communication; 3) to provide resources and assistance that promote effective implementation of the California Children and Families Act; 4) to encourage collaborative efforts aimed at meeting the needs of individual County Commissions and the membership as a whole; and 5) to create and sustain a structure that supports achieving the mission of the Association. Eight Priorities were established for 2001, 1) to set up the organizational structure of the Association; 2) to implement an effective information sharing and communication structure; 3) to set up and administer the technical assistance structure; 4) to establish a process for working with the State Commission on technical assistance, information on State meeting topics and other information sharing, funding decisions and State projects; 5) to address legislative issues of greatest interest to the membership; 6) to establish an evaluation infrastructure; 7) to provide advocacy on selected issues; and 8) to coordinate media activities. The retreat focused on identifying what were the technical assistance needs of county commissions and determining whose responsibility it would be to deliver that technical assistance. Some of the types of TA services include strategic planning and results-based accountability, best and promising practices for programs and services, communications and media assistance, county population level evaluation, organizational development, legal training, local capacity building, information technology assistance, collaboration and community partnerships, fund allocation processes, grant processes, program evaluation, diversity, reader pools for grants, demographic and service profiles for Counties, subject matter experts to provide facilitation and training around specific subject matter areas, policy development; and community involvement and inclusive governance. Upon completion of the work it was submitted to the Committee. The Association is now finalizing a contract with CCHI and firming up additional funding through philanthropic partners. Overall funding is still being discussed. The Packard Foundation has contributed the first \$1.86 million towards this process. The California Endowment has expressed a continued interest in supporting this structure. There are four new subcommittees; the Evaluation Committee is chaired by Pat Wheatley, the Technical Assistance Subcommittee is chaired by Gloria Bryngelson, the Media Subcommittee is chaired by Mark Friedman and the Legislative/Advocacy Committee is chaired by Mike Ruane.

Commissioner Melia asked how all of the EDs are being brought into the organization. Ms. Ohnstad explained that there are 45 counties that are members and some of the smaller counties have indicated that they are in the process of becoming formal members.

Chair Reiner asked how many counties were actively participating. Ms. Ohnstad informed the Commission that there are 40 to 50 people at each meeting.

XVIII. County Commission Reports:

Muffy Berryhill, Shasta County CCFC presented Commissioners from several of the Northern California Counties. Ms. Berryhill commented that the Northern California Counties are not densely populated but they are geographically very large. Ms. Berryhill discussed some of the challenges associated with having constituents distributed over such a large area. She noted that there are very few service hubs in Northern California. The majority of the community members are Caucasians, but there is still cultural diversity. Many of the residents live in these Northern California counties because they do not want to be bothered. This can pose a problem with delivery of government services. All of these factors influence how services are provided. Ms. Berryhill noted that when the state is divided into regions it is important take into account the natural regional boundaries, such as mountain ranges.

Laura Roberts presented an overview of the Children's Oral Health Planning Summit that was conducted on October 23rd and 24th. Ms. Roberts thanked the Commission for the funds they provided for the summit. She informed the Commission that a full report was pending. The objective of the Summit was to form a regional coalition to improve oral health and access to dental care for children aged 0-5 and their families in the four rural Northern California counties on the eastern slope of the Sierras. Community focus groups and interviews determined that dental health was a priority in these regions. Forty-two people attended the summit, representing health departments, dental health offices and clinics, Proposition 10 Commissions, childcare providers, early childhood programs and parents. Binders containing oral health information were distributed to all attendees. Several priority strategies were identified. A regional steering committee was formed to frame and action plan. Attendees departed with a personal action plan that they took back to their communities to effect changes in oral health.

Commissioner Vismara asked if any of the attendees were experts in the field of child abuse prevention. Ms. Roberts informed the Commission that the attendee list did not include a specialist in the field of child abuse prevention per se, but that many of the attendees provided more than one service to the community.

Sue Ayer, Humboldt County CCFC Consultant, thanked the Commission for the opportunity to speak at the meeting. Ms. Ayer stated that the Humboldt County Commission is committed to performing grass-roots work on community building in its very small and highly diverse communities. The commission has conducted many focus groups, most of which were with parents with special needs or disabilities. Currently, the commission is trying to help the communities with what they have identified as some of their needs. The commission's Family Resource Centers are modeled after the Family Support of American philosophy. It is community and parent driven. One of the challenges of the commission is how to work with the more than 15 identified communities that want Family Resource Centers. The commission has begun working with the Family Resource Learning Circle to build capacity building within the county.

Anne Molegard, Mendocino County, identified several of the cultures that exist in Mendocino County. She noted that 45% of the kindergarten population in Mendocino County is Latino. Mendocino County has adopted a modified asset based community developed approach. This came about because of the nature of the culture. She noted that if the constituents were told that they had needs or deficiencies, they would not come back for services. The economic shifts are displacing many of the industries in the county. The commission divided the county into six geographic regions. Funds were distributed by region. A baseline of \$50,000 for each region was

distributed followed by additional moneys based on population. Requests for additional funding depend upon community based involvement.

Don Humphries, Siskiyou County, thanked the Commission for their efforts in Northern California. Siskiyou County has adopted a community-based approach. The communities present their needs and the commission identifies the best way to address those needs. This first year is considered a learning year and as such most of the projects are small at this point. The funding process is modeled after the McConnell Foundation, a philanthropic foundation in Shasta County. Some of the projects that have been nominated include improvements of transportation services, a permanent OBGYN doctor in one of the communities, and child play areas. There have been some efforts made toward improving oral health in the community. One community is doing a comprehensive prenatal service. One community is working with the county library system to teach parents to be more involved with their children through reading. Next year the commission plans to enter into countywide projects. Oral health is a very large problem in Siskiyou County and there is a need for collaboration. Siskiyou County is committed to screening children for vision and hearing problems very early in the child's development.

Denise Snider, Tehama County, stated that she has completed her strategic plan. Tehama County has a reputation for collaboration. Ms. Snider described the beginnings of the Interagency Coordination Council. The Council determines where all funds are distributed. The Early Response Team was originally developed when Systems of Care was planned and implemented. The Interagency Coordination Council recognized the need, not only to treat seriously emotionally disturbed children, but also to focus on primary prevention in an attempt to intervene before need CPS, probation and mental health services. The purpose of this program is to prevent child abuse, enhance parental functioning and knowledge of child development, improve the health and dignity of children and their families, to preserve the integrity of families and maintain intact families. All of the children that are at risk of abuse or neglect are eligible. The Early Response team offers case management, hands on teaching interventions, assessment and referral and transportation. Funds come from Children's System of Care Grant from the Department of Mental Health Services, county realignment moneys, prenatal outreach and education moneys from the Department of Health Services, Maternal Child Health branch, System of Care money, used to match Federal funds through the Social Service system, child abuse prevention and intervention funds, used to pay for the cost of Northern Valley Catholic Social Service workers. Ms. Snider detailed the Early Response Team's comprehensive approach to solving some of the current problems.

Chair Reiner announced that the next Commission meeting is scheduled for December 14 in Santa Barbara.

XIV. Adjournment.

There being no further business, upon motion by Chairman Reiner, seconded by Commissioner Lacey, the meeting adjourned at 4:30 pm. The motion carried unanimously.